CERTIFICATE-I

This is to certify that the Research Synopsis entitled **"A STUDY ON JOB SATISFACTION OF EMPLOYEES IN TOURISM & HOSPITALITY SECTOR OF HIMACHAL PRADESH"** has been submitted to the School of Management, A P GOYAL SHIMLA UNIVERSITY In partial fulfillment of the requirements for the degree of Doctor of Philosophy in Management of this university. To the best of my knowledge, no part of this research plan has been submitted for any degree or diploma anywhere in or outside India. The academic assistance received during this course of the plan, course of literature, and sources of literature have been duly acknowledged.

Place: Shimla **Name of the Research Scholar**

Dated: **Poonam Rehal**

Co-Supervisor **Supervisor**

Dr. Satish Soni **Dr. Anil Kumar Pal**

Certificate –II

This is to certify that the Research Synopsis entitled **"A STUDY ON JOB SATISFACTION OF EMPLOYEES IN TOURISM & HOSPITALITY SECTOR OF HIMACHAL PRADESH"** has been, submitted to the School of Management, A P GOYAL SHIMLA UNIVERSITY by Poonam Rehal, Enrollment No. 20-PHMN-01 in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Management of this university. The Research Synopsis has been approved by the Research Development Committee (RDC) in its meeting held on dated 14/05/2022.

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(RDC External Member) (RDC Member)

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(RDC Member) (Chairman)

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REVISED SYNOPSIS

"A STUDY ON JOB SATISFACTION OF EMPLOYEES IN TOURISM & HOSPITALITY SECTOR OF HIMACHAL PRADESH"

Submitted to

AP Goyal Shimla University

In Partial Fulfillment of the Requirements for the Award of Degree of

Doctorate of Philosophy in Management

Supervisor: Dr. Anil Kumar Pal

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CHAPTER -1

INTRODUCTION

India is known for its culture, rituals, and traditions. Tourism & hospitality plays a vital role to promote our different cultures on the national and international level by emerging in various segments like rural tourism, adventure tourism, heritage tourism, eco-tourism, etc. The Tourism Ministry has also played an important role in the improvement of the industry, initiating promotion by advertising, campaigns such as the "Incredible India" campaign, which promoted India's culture and tourist attractions in a fresh and memorable way. Every part of India offers identifiable differences from the rest of the nation. The contribution of the service sector which comprises hotels and restaurants, trade, services, etc. is the second -largest sub-segment.

History: The origin of the tourism & hospitality industry in India cannot be acknowledged to a definitive point in time, there is evidence of its presence even during the Indus Valley Civilization and Vedic Era. The concept of char Dham (i.e., visiting religious places located in the four corners of India) among the Hindu community is an important indicator of significance. Post-independence, there were big leaps in the hotel trade in the country. The Oberoi Group of Hotels and the Taj Group took over several British properties, maintained high standards of services and qualities, and expanded their business overseas.

"Job Satisfaction of employees among tourism & hospitality sector"

The northern region of India considers the most beautiful state namely "Himachal Pradesh". This state is surrounded by Punjab on the west & the south-west, Jammu and Kashmir on the north, Haryana on the south, Uttar Pradesh on the south-east, and China on the east. A bundle of different cultures, a variety of food, and the magic of nature in Himachal Pradesh attracts people to visit again & again.

The Himachal Pradesh Tourism Development Corporation was established to promote tourism in Himachal Pradesh. Tourism & Hospitality is recognized as major sectors of the growth of the economy. Based on the Economic Survey of Himachal Pradesh in the years 2015-2016, identify that almost 7.2 percent of GDP is contributed by the tourism sector.

This region can be marked as the land of mystical customs, rituals, and pilgrimages. The state is furnished with geographical and cultural diversity, a clean environment, snow-clad mountains, rivers, historic monuments, and hospitable people. Known as the habitat of God, the land of the temples, it is visited by people from national and international Countries. The diverse and colorful landscape of Himachal Pradesh is filled with houses of Gods and Goddesses dedicated to different religions, from Hindu temples to Jain temples to mosques, the landscape of Himachal Pradesh is decorated with multiple shrines.

Himachal Pradesh is India's outdoor adventure playground. There will be an escalation in the rush of adventure connoisseurs once they will step into the heavenly abode of God. Himachal Pradesh has always been a great and fascinating experience to enjoy thrilling activities like river rafting, camping, trekking, mountaineering, rock climbing, cycling, motorbiking, and heli-skiing is prominent adventure sports that can be enjoyed in the state. Activities like angling and fishing can also be practiced here as the place is home to the world-famous trout fish. Roads of Himachal Pradesh are endless, making people's journeys memorable. Shimla, Narkanda, Kullu, Dharmshala, and some other places are famous for trekking.

Himachal Pradesh also known as the 'Paragliding capital of India' the towns of Bir and Billing in Kangra district are extremely popular places for paragliding in the world.

Job Satisfaction

Job satisfaction deals with the intellectual nature of human beings/ employees. Siegal and Lance (1987) stated that 'job satisfaction is an emotional response defining the degree to which people like their job.'

It is important that employees of every organization feel a sense of satisfaction with their job. As it helps as an achievement indicator in career development, because if the employees of the organization are satisfied with their job and working conditions then the productivity of employees will differ and the

employer will enjoy the profit. So the satisfaction of the employees or workers is essential for the both organization's development and employee's career, and performance development in the organization.

Smith et al. (1969) defined job satisfaction as the feeling an individual has about his or her job. Locke (1969) suggested that job satisfaction was a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement, or job experiences. Spector, P.E. (1997) according him job satisfaction has to do with the way how people feel about their job and its various aspects.

Maintaining satisfaction level among the workers/employees within the hotel industry is very important, for the growth of the hotels industry and to attract more visitors. The hotel industry is the sector that deals with accommodation services to the visitors, so to satisfy the customer with the services of the hotels, employees' satisfaction is a must. There are number of factors that help to acknowledge the satisfaction level of the employees like working conditions, rewards, training & development, extrinsic and intrinsic factors. It is also possible what satisfies one employee may not work same for the another one. So, to investigate the satisfaction level of the employee of hotels in Himachal Pradesh, I am going to propose my topic i.e., **Job satisfaction of employees in the tourism & hospitality sector of Himachal Pradesh.** The proposed study focuses on the satisfaction level of the employee's job in tourism & hospitality sectors of Himachal Pradesh with the help of various components of job satisfaction like Recruitment & Selection Procedure, Cooperation, Coordination, Grievance and Redressal, Security, Compensation, and Benefits, Working environment, Management Policies, and Job Conditions, training & development, performance of employees.

CHAPTER -2

REVIEW OF LITERATURE

Period of Analysis

The study mainly focuses on the job satisfaction level of the employees in the tourism and hotel industry. To proceed the research period, of analysis is taken from 2011 to 2020. The availability of the latest data for the study will guide the conclusion of this study.

Literature Review

Babakus, E., Yavas, U., Karateppe, O. M., & Avci, T. (2003) opined that the service quality to the frontline employees in the organization leads to job satisfaction. This study also proposed a model "service recovery performance model" which includes the facts due to which service failure takes place, most of the service recovery efforts are dissatisfactory and frontline employee effort plays a crucial role in a successful recovery.

Kakyom Kim& Giri Jogaratnam (2010) studied the effect of organizational factors on job satisfaction. They recognized the effective management of the hospitality sector to retain or address the employee intention to stay in the organization. The study examined organizational and individual factors of restaurants and hotels by conducting a survey that acknowledged "job characteristics", participative decision-making can be a good predictor of job satisfaction while neglecting the intrinsic motivation and leadership as the good predictor of job satisfaction. It was observed that more focus was on the relationship between turnover of employees and job satisfaction.

Ashok Kumar Bansal and Lekh Raj (2013) coined the study on the satisfaction level of managers in Himachal Pradesh with the objective of acknowledging the relationship between socioeconomic variables and job satisfaction, the impact of organizational variables on job satisfaction in the pharmaceutical industry. But as a result, they revealed that there is no significant relationship between socioeconomic

variables and job satisfaction. There is a positive relationship between job satisfaction and organizational variables.

Jalayer Khalilzadeh, et. al. (2013) suggested various methods for the measurement of job satisfaction that consider cognitive and affective aspects at the same time. This study proposed methods for job satisfaction like weighted abridged job descriptive index and perceived job satisfaction for measuring the satisfaction level in the hospitality sector.

Anubhuti Monga, Narinder Verma, O. P. Monga (2015) examined the job satisfaction among the employees of the banking sector in Himachal Pradesh, which determine factors of job satisfaction, salary, compensation, reward, working condition, job security, morale, training, and development, but doesn't consider the performance of the employees.

Perera, M.D.S.H., Weerakkody, W.A.S., (2016) suggested in their studies, the relationship between employees' positive attitudes and gain of competitive advantages in the market. The major study was on the impact of job satisfaction on the job performance of non-executive employees in the hotel industry.

Dr. Ankita Sharma (2018) studied the relationship between the performance of the employees and job satisfaction in the bank's public and private sectors in Himachal Pradesh. There is a positive correlation between these two variables i.e., job satisfaction and productivity of the employees. Also focused on the factors of job satisfaction on the basis of age, experience, etc.

Indrajit Goswami and Nigel Raylyn Dsilva (2019) opined that job satisfaction and employees stress are significant issues in the hotel industry. According to them nature and level of hospitality employees are not completely understood. The study was found that "work-related" factors such as unsafe working conditions, workload, and relationships on the job were the most prominent sources of stress for the selected respondents. It was observed that, three variables namely: employees, job satisfaction, job stress, impact on the employee's life in the hotel industry.

Manoj Kumar Verma and Dr. Devinder Sharma (2020) examined the level of satisfaction among the Electricity board's employees in Himachal Pradesh. According to the study, the satisfaction level of employees depends upon factors of salary, the balance of work-life, interpersonal relationships, communication, and attitude of superior.

Nisha Chanana (2021) focused on the satisfaction level of the teachers of private schools during the pandemic with organizational commitments. This study focus on the bath male and female employees and female teachers are more continuance committed as compared to the male teachers during though the situation of a pandemic. The level of organizational commitment was found low in both males and females**.**

Research Gap

Job satisfaction of the employees is the most important factor which helps the different industries to achieve the peak point of success. On the basis of previous literature studies, there were lot of work done on job satisfaction and its factors in various industries like banking sectors, pharmaceutical industry, education sectors, and some of them in hotel industry as well.

Hotel industry is one of the growing industry which help in improving the economy of Himachal Pradesh. But the existing study of literature found that, employees of frontline department focused for job satisfaction level of employees and rest of the employees from different departments like housekeeping, kitchen, food & beverages not evaluated. To obtain the whole picture, a thorough research encompassing all the keys areas mentioned above in tourism & hospitality sector of Himachal Pradesh.

CHAPTER – 3

RESEARCH METHODOLOGY

Need of the study

Himachal Pradesh is one of the most important tourist destinations of the country which has a potential for growth. Lately, Himachal has also received awards for being a sought after tourist destination. However, the contribution of the tourism sector to the GDP of Himachal is mere 7 percent. Tourists visiting the state have their first interaction with the people working in the hotel industry and that too mainly with the employees of hotels other places of stay. These employees have an automatic responsibility of maintaining the brand image of the tourism of the state, In a way they are the brand ambassadors of the state's image in the context of being a tourist destination. It cannot be expected from these employees to work for the image building of the state if their jobs don't provide them satisfaction. It is imperative that the job satisfaction level of the employees of hotels is at a better level so that they contribute to the image building of the state as a tourist destination and indirectly contribute to the state's economic growth. Therefore, a need was felt to pursue a study on the job satisfaction of hotel employees and to understand the factors which they think are good for their betterment. A need is also felt to understand various parameters of employee satisfaction and seek the viewpoint of the hotel employees on their job satisfaction.

Scope of the Study:

a) This proposed research study oriented towards the tourism and job satisfaction level of the employees in different departments namely; front office, Housekeeping, and food & beverages.
b) Overall satisfaction level of the employees with their job will be analyzed and collection of data is limited to three districts i.e., Kullu, Shimla, Kangra of Himachal Pradesh.
c) This proposed study is limited to hotels in Himachal Pradesh only which excludes homestays, guest houses and unregistered hotels.

Objectives of the Study:

The proposed study includes the following objectives:

I. To identify the job satisfaction level of employees of the tourism and hotel industry.

II. To identify the impact of emolument among employees which influences job satisfaction and performance.

III. To examine the intrinsic and extrinsic factors affecting employee job satisfaction level and employee performance.

IV. To examine the relationship between job satisfaction and employee performance.

V. To study the influence of an organization's policies on satisfaction levels and performance of employees.

Hypothesis of the Proposed Research Work

The following hypothesis are proposed to be formulated in line with the above objectives for the study:

Hypothesis 1: There is no significant impact of emoluments on job satisfaction and employees performance.

Hypothesis 2: There is no significant association between job satisfaction and employee's performance.

Hypothesis 3: There is no significant influence of an organization's strategies or polices on the job satisfaction and performance of employees.

Hypothesis 4: There is no significant relationship between intrinsic & extrinsic factors on job satisfaction and employee's performance.

Research Design:

A proposed research work on "**Job satisfaction of employees in tourism & hospitality sector of Himachal Pradesh"** will be based on scientific tools and techniques.

The methodology for the proposed research work will be as follow:

The research design of this study will be the master plan specifying the methods and process for collecting and analyzing the collected information. Research design is the framework or outline that plans the action for this study.

Quantitive & qualitative research will be used to bring out the outcomes of this study through a large number of respondents for this study.

Here a structured form of the questionnaire will be collected from respondents to achieve the objectives of this study.

Collection of Data

Data collection is vital information for any type of research. Data can be of the Quantitive and qualitative value of a variable. Furnishing data for any research is not useful until and unless it is interpreted for meaningful information.

The proposed research work is based on both primary and secondary data. The primary data will be collected through questionnaires, observation, interviews, etc. while Secondary data will be collected through books, magazines, newspapers, journals, articles, reports, and websites.

Sampling:

The proposed number of respondents for the study is from the total number of hotels in all districts of Himachal Pradesh. Given table consider details about the number of hotels.

Number of Hotels in All Districts In Himachal Pradesh As On 31.12.2021

Sr. No.	DISTRICT	NO. OF HOTELS
1	Bilaspur	**88**
2	Chamba	**267**
3	Hamirpur	**70**
4	Kangra	**807**
5	Kinnaur	**150**
6	Kullu	**1189**
7	Lahaul & Spiti	**127**
8	Mandi	**238**
9	Shimla	**556**
10	Sirmour	**126**
11	Solan	**362**
12	Una	**118**
	Total	**4098**

Source: Department of Tourism & Civil Aviation

https://himachaltourism.gov.in

The total number of hotels in the three districts is 2552. The respondents will be taken from these 2552 hotels and the sample will be drawn on the basis of proportion of the number of hotels in the three districts under study. Based upon the number of employees and number of hotels in Shimla district the average of number of employees working in one hotel comes out to be 11.32 which is rounded off to 11. (Total number of hotels in Shimla is 556 and the total number of employees in Shimla is 6294). Therefore, the total number of employees in all three districts is 28072.

Number of respondents is calculated with the help of Cochran formula mentioned below:

$$n_0 = \frac{Z^2 pq}{e^2}$$

On the basis Cochran formula, the sample size comes out to be 384 which is rounded off to 390. on the basis of the proportion of the total number of hotels in three districts the sample is to be drawn in three districts, 127 from Kangra, 86 from Shimla, and 177 form Kullu. Therefore, total number of respondents is 390.

No. of hotels		**Percentage**	**No. of Respondents**
Total no. of Hotels in Kullu district	1189	46	177
Total no. of Hotels in Kangra district	807	32	127
Total no. of Hotels in Shimla district	556	22	86
Total no. of hotels in 3 districts	2552	100	390

Classification, presentation of data:

The collected data will be presented with the help of bar charts, pictures, pie charts, etc. and the classification of collected data will be done in various heads according to the need of the study.

Research Techniques:

- Pilot Test and Minnesota questionnaire

Statistical Analysis and Tools:

The study may be analyzed through:

1. Descriptive	6. ANOVA
2. Mean, Median, Mode	7.CHI-Square Test
3.Standard Deviation	8. Likert Scale
4.Correlation	9.T-test
5.Regression	10. Percentage Analysis

Proposed Chapters

The Thesis on "A Study on Job Satisfaction of Employees in Tourism & Hospitality Sector of Himachal Pradesh" will contain the following chapters:

The Thesis will contain the following chapters:

Chapter 1 - Introduction

Chapter 2 - Review of Literature

Chapter 3 - Research Design and Methodology

Chapter 4- Data analysis and Interpretation.

Chapter 5 – Conclusion, Suggestion & Recommendations

Chapter 6 – Bibliography & References

Chapter 7 – Annexure

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